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Iraq Governance Strengthening Project (Taqadum)

Quarterly Performance Report (Y2Q2)

January 1, 2013 – March 31, 2013

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January 1, 2013 – March 31, 2013

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Contents

ACRONYMS.....	3
Summary	5
YEAR 2 QUARTER 2 Activities	8
Component I:	8
1.1: Establishing Organizational Self-Assessment and Transformation Program (OSTP) Teams in PCs and/or GOs	8
1.2: Providing Technical Assistance and Material Support to Local Government Associations (LGAs) or Provincial Universities for Sustainable Training Support of Elected Officials and Their Staff.....	10
1.3: Policy Development to Complement Those of Central Ministries and Reflect the Needs and Priorities of Citizens	11
1.4: Budget Management, Transparency, and Control.....	12
1.5: Supporting Provincial Planning and Development Councils (PPDCs)	14
1.6: Improving Provincial Planning Cycle to Meet MOP/MOF Reporting Requirements and Deadlines.....	14
1.7: Provincial Communications — PC and GO Community Outreach and Communication with Central Government.....	15
1.8: Effective Citizen Participation	15
Component II:	17
2.1 Assisting PCs and GOs to Improve Monitoring, Oversight, and Physical Inspection of Capital Projects.....	17
2.2 Establish Service Delivery Performance Standards (SDPS) That Are Supported by Central Ministries, Adopted By Provincial Authorities, Monitored and Communicated to Line Ministries	18
2.3 Assisting PCs and GOs to Adopt and Institutionalize Mechanisms for Regular Reporting Sessions to the Public on Service Delivery Performance Standards and Results	19
2.4 Training PCs and GOs in Customer Orientation, Quality Circles, Performance Management, and Service Delivery Planning	19
2.5 Citizen Satisfaction Surveys (CSS)	19
2.6 Support workshops, roundtables, and conferences for PC/GO and line ministries to share experiences, lessons learned, and solve problems.	19
2.7 Establish Citizen Service Desks (CSDs)	20

2.9 Legislative Tracking System	20
Cross-cutting Activities	21
Gender	21
Internally Displaced and Vulnerable Populations	22
Anti-corruption.....	23
Coordination	23
Challenges	23
Monitoring and Evaluation	23
Accomplishments by Province.....	24
Anbar.....	25
Babil	26
Baghdad.....	27
Basrah.....	28
Dhi Qar.....	29
Diwaniyah.....	30
Diyala.....	31
Karbala	32
Kirkuk.....	33
Maysan	34
Muthanna.....	35
Najaf	36
Ninawa	37
Salah ad Din	38
Wasit.....	39
Accomplishments Against Expected Outcomes.....	40
Performance Indicators	69
Performance Indicators by Province (Anbar – Diyala)	77
Performance Indicators by Province (Karbala - Wasit)	80
Completed Procurement.....	83
Staffing	85
Activities for Next Quarter (April 1 to June 30, 2013).....	88

ACRONYMS

ARDP	Accelerated Reconstruction and Development Project
CI	Component 1: Institutional Strengthening
C2	Component 2: Executive Oversight
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
COR	Chamber of Representatives
CSD	Citizen Service Desk
CSI	Citizen Satisfaction Index
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DC	District Council
DCOP	Deputy Chief of Party
ESC	Essential Services Commission
ESD	Essential Service Delivery
ESDO	Essential Service Delivery Oversight
F-HH	Female-Headed Household
FO	Field Office
FY	Fiscal Year
GEI	Government Effectiveness Index
GO	Governor's Office
GOI	Government of Iraq
IDP	Internally Displaced Person
IR	Intermediate Result
ITRS	Issue Tracking and Reporting System
M&E	Monitoring & Evaluation
MOF	Ministry of Finance
MOP	Ministry of Planning
MSPA	Ministry of State for Provincial Affairs
NC	Neighborhood Council
NDP	National Development Plan
NGO	Non-Governmental Organization
OSTP	Organizational Self-assessment and Transformation Program
PC	Provincial Council

PDP	Provincial Development Plan
PDS	Provincial Development Strategy
PMP	Performance Monitoring Plan
PPL	Priority Project List
SAB	Supreme Audit Board
SDPS	Service Delivery Performance Standards
SOP	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, Threats
Taqadum	Governance Strengthening Project
USAID	United States Agency for International Development
USG	United States Government

SUMMARY

As per Section F.7A (a) of Contract AID-267-C-11-00006 this Quarterly Performance Report summarizes the activities and accomplishments of the Iraq Governance Strengthening Project (Taqadum) for the second quarter of FY2013 from January 1, 2013 to March 31, 2013, and provides a schedule of anticipated activities for the next quarter.

This quarter, Taqadum gained significant traction in 15 provinces. The Organizational Self-assessment and Transformation Program (OSTP) is being implemented in seven provinces, and the eighth province will begin in the next quarter.



Ninawa GO OSTP members discussing the self-assessment benchmark findings

Five of the provinces have produced and distributed their organizational self-assessment report, and one of them has selected its transformation projects and begun to implement change.

Also, in this quarter, fifteen provinces have adopted Taqadum's phased approach to strengthen provincial financial systems to increase transparency, accountability, and improve processes and procedures and have completed a review of their financial organization structures in the PCs and GOs with Taqadum assistance.

With Taqadum support, 11 of 15 provinces have embraced and established Provincial Planning and Development Councils (PPDCs), based on a directive from the Ministry of Planning (MOP), and have begun to transform the planning and budgeting process in Iraqi provinces. Maysan established a PPDC prior to Taqadum intervention, but has now become an active client and partner. Taqadum has provided technical assistance in forming the PPDCs, developing bylaws, creating action plans, and understanding duties and responsibilities.

Taqadum interventions this quarter greatly enhanced citizen participation and citizen engagement. Taqadum provided technical assistance for the implementation of 51 community meetings in districts and sub-districts across 15 provinces to produce citizen-recommended project priority lists (PPLs) for inclusion in the 2014 budget; 2,420 men and 171 women participated in the meetings. The PPLs are being shared with the PPDCs and the provincial governments, to inform decision makers about community needs and citizen preferences. Four provinces adopted legislation to institutionalize citizen engagement practices, which in turn will increase citizen participation and make government more aware of the needs and priorities of their citizens.

In addition, Taqadum facilitated four regional gender workshops to develop gender-based PPLs for 15 provinces; 75 men and 184 women participated in the workshops. These PPLs specifically address the needs of women and vulnerable populations, and will also be shared with PPDCs and provincial governments to inform decision makers about community needs and citizen preferences and for inclusion in the 2014 budget.

Tangible results were achieved this quarter as a result of Taqadum's initiative to encourage provincial governments to establish Essential Service Delivery Oversight (ESDO) units/working groups and Service Delivery Performance Standards (SDPS). Taqadum held the first national workshop on service delivery this quarter. So far, Taqadum has facilitated the formation of ESDO units/working groups in 10 provinces (including Maysan prior to Taqadum intervention). Eight provinces have adopted SDPS for water, sewer, and/or solid waste. Four ESDOs have conducted field tests in underserved neighborhoods based on those standards. The field test conducted in one neighborhood revealed that none of the 4,250 households in the neighborhood had trash receptacles. Once the issue was brought forward, the municipality took immediate action to resolve the problem. The municipality quickly distributed 750 trash receptacles and continues to do so. Most of the ESDO units/working groups include members of the Provincial Council (PC), Governor's Office (GO), and service directorates. This is a collaborative effort to agree on standards, and implement, and monitor service delivery performance. This institutionalization of service delivery oversight mechanisms began to improve service delivery and build public confidence.



A homeowner and his family in the underserved neighborhood of Al-Askary receive one of 750 trash receptacles initially distributed as a result of Taqadum's ESDO intervention in Babil province.

To support more efficient and effective Citizen Service Desks (CSDs), Taqadum developed a simple software package, the Issue Tracking and Reporting System (ITRS), which allows CSDs to enter and track a citizen-generated issue from initiation to resolution, improve response times, and produces summary reports for decision makers. CSD staff from 14 of 15 provinces received training on ITRS this quarter. Next quarter, users will learn how to customize the ITRS software to meet the specific needs of their respective provinces.

Taqadum also helped provinces improve monitoring, oversight, and physical inspection of capital projects. Officials from 10 provinces attended Taqadum's national conference to identify current oversight processes, discuss similarities and differences, and share best practices and lessons learned. The conference laid the foundation for a unified monitoring and oversight system, as well as standard operating procedures (SOPs) based on best practices.

This quarter, PC and GO legal staff from 15 provinces participated in Taqadum's first national workshop on legislative implementation and tracking. Participants learned to track the implementation of legislation, create process maps, recognize the main obstacles in implementation, and recommend solutions. Taqadum will provide technical assistance in the coming quarter to strengthen the legislative tracking function in each province. Taqadum also conducted its first regional policy workshop this quarter for the PPDC and PC members in five provinces in the south central region. The workshop developed the participants' understanding of the concept and basic elements of policy, and taught skills for writing effective policy. Taqadum will repeat the workshop for the remaining regions next quarter.

In anticipation of the April elections at the provincial level, Taqadum invited PC members to a special workshop to identify the

capacity building needs of the new PCs. Twenty-three PC members from 10 provinces shared experiences, challenges, and lessons learned, and worked together to identify and prioritize capacity building needs for both newly elected and re-elected PC members. Taqadum will provide orientation sessions all the newly elected and reelected PC members and conduct a national exposition conference for the newly elected PC members

after the election to provide insights and training that will allow the newly elected PC members in the new term to benefit from the experiences of the previous term of the PC.



Twenty-three PC members from 10 provinces worked as one team to identify the capacity development needs for the to-be-elected PC members

YEAR 2 QUARTER 2 ACTIVITIES

Component I:

I.1: Establishing Organizational Self-Assessment and Transformation Program (OSTP) Teams in PCs and/or GOs

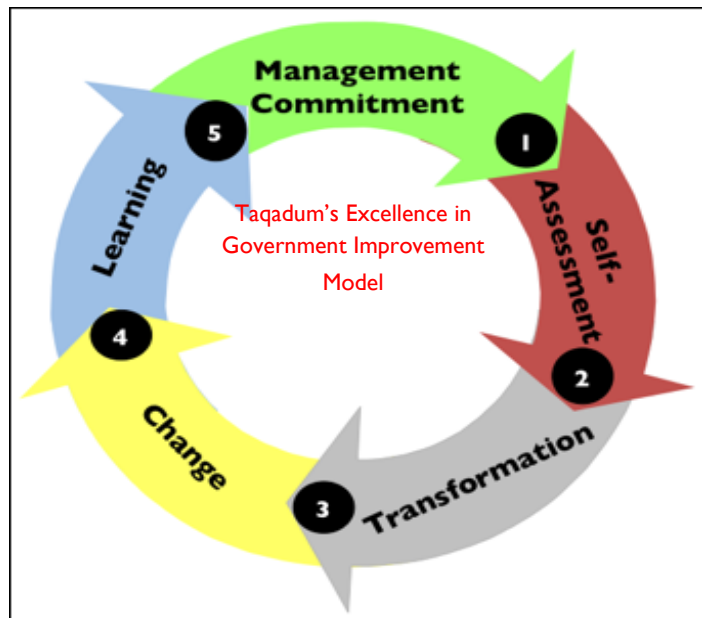


High level Iraqi officials, provincial representatives, foreign diplomats, and USAID representatives were among the 300 attendees at the first day of the Taqadum *Provincial Government Excellence Network* Conference.

Organizational development and improvement is often greatly enhanced through networking and sharing knowledge about successes, overcoming challenges, and lessons learned. This quarter, Taqadum linked existing OSTP teams through the establishment of a National OSTP practitioners' network, *Excellence Network Iraq*, launched during a national two-day conference held in Baghdad January 26-27, 2013.

The vision for the Excellence Network is that it will ultimately bring together not only provincial OSTP teams established with Taqadum assistance, but will also capitalize on the legacy of OSTP in Iraq by including OSTP teams from the ministries and universities established with assistance from the USAID-Tarabot and USAID-Tatweer projects. Held under the auspices of the Prime Minister's Office, the conference attracted 300 participants on the first day, including high level Iraqi and international dignitaries. The second day's activities focused on the existing six provincial OSTP teams (Babil, Ninawa, Basrah, Kirkuk, Baghdad, and Karbala) and served as a forum to discuss common problems, improvement solutions, and the best structure for the new network. Taqadum will enhance the impact of the network through a newsletter and Facebook page.

Of the six provincial OSTP teams Taqadum has worked with thus far, the Babil team has progressed farthest in the five-phase cycle of the OSTP program. Last quarter, the Babil GO team completed Phase 3 by selecting six priority transformation solutions, including streamlining the process for paying out compensation/benefits to victims of terrorism; increasing transparency by enhancing the GO website to include access to provincial financial reports project priority lists (PPLs), and other information important to citizens; and putting in place more effective and efficient systems to improve the annual planning and budgeting process. This quarter, the team continued implementation of the chosen solutions. It is anticipated that Babil team will have completed their first OSTP cycle by the end of September 2013.



The OSTP cycle's five phase approach, graphically depicted.

The Baghdad, Karbala, Kirkuk, and Ninawa teams completed their Self-Assessment Benchmark Reports, thus completing Phase 2 of the OSTP cycle. Next quarter, these teams will begin Phase 3, the selection and prioritization of improvement (“transformation”) solutions. The Basrah team has completed the data collection portion of Phase 2 and is preparing its Self-Assessment Benchmark Report. After noticing the success of OSTP teams in Babil, Baghdad, Karbala, Kirkuk, and Ninawa, officials in Najaf and Anbar provinces expressed interest in the OSTP cycle this quarter. A new OSTP team was established this quarter in the Najaf GO, bringing the number of provincial OSTP teams supported by Taqadum to seven. Next quarter, Taqadum staff will train the Najaf team on the OSTP concept and methodology. In addition, GO officials in Anbar have indicated a strong interest in implementing OSTP. Taqadum staff will conduct the OSTP orientation for Anbar officials and assist in the establishment of the Anbar OSTP team in the coming quarter. The table below represents the timeline of Taqadum’s implementation of OSTP in the provinces so far, and expected progress for the coming quarter.

	Phase 1		Phase 2			Phase 3					Phase 4	
	Establish Provincial OSTP Team	Introductory Self-Assessment Workshop	Self-Assessment Data Collection	Data Review & Analysis Workshop	Produce and Distribute Self-Evaluation Report	Confirm Dedication of OSTP Team	Identification of Potential Transformation Projects Workshop	Select and Get Approval for Transformation Project	Transformation Planning Workshop	Adjust and Get Approval for Transformation Plan	Implement Change	Change Progress Workshop
Babil	Y1Q3	Y1Q3	Y1Q4	Y2Q1	Y2Q1	Y2Q1	Y2Q1	Y2Q2	Y2Q2	Y2Q2	Y2Q2	Y2Q3
Baghdad	Y1Q3	Y1Q4	Y1Q4	Y2Q1	Y2Q2	Y2Q2	Y2Q3	Y2Q3	Y2Q3			
Karbala	Y1Q3	Y1Q4	Y1Q4	Y2Q1	Y2Q2	Y2Q2	Y2Q2	Y2Q3	Y2Q3			
Kirkuk	Y1Q3	Y1Q4	Y1Q4	Y2Q1	Y2Q2	Y2Q2	Y2Q3	Y2Q3	Y2Q3			
Ninawa	Y1Q4	Y2Q1	Y2Q1	Y2Q2	Y2Q2	Y2Q2	Y2Q3	Y2Q3	Y2Q3			
Basrah	Y2Q1	Y2Q1	Y2Q1	Y2Q2	Y2Q3	Y2Q3	Y2Q3	Y2Q3	Y2Q3			
Najaf	Y2Q2	Y2Q3	Y2Q3									
Anbar	Y2Q3	Y2Q3										

1.2: Providing Technical Assistance and Material Support to Local Government Associations (LGAs) or Provincial Universities for Sustainable Training Support of Elected Officials and Their Staff

Throughout the world, local government associations (LGAs) typically provide advocacy and training service to local government entities. Currently, there is no legal framework outlining the establishment or function of LGAs in Iraq, and the LGAs and local CSOs that do exist are not public entity based and have little influence. Municipal leadership has not commonly been exposed to the concept of LGAs, but Taqadum engagement with PC members over the past two quarters indicated a strong interest in creating a sustainable LGA, a need for local

government training centers and capacity building for line ministries, and a desire to exchange best practices with local and international counterparts.

This quarter, Taqadum gained significant support for its plan to establish a sustainable Iraqi LGA. During a Taqadum-sponsored workshop, the project's short-term LGA Advisor presented a proposed roadmap for establishing an LGA to representatives from five Iraqi



Taqadum COP, LGA Advisor and staff meet with Dr. Thamer Al-Ghadban, Chairman of the Prime Minister's Advisory Commission (PMAC).

NGOs representing local elected officials. Workshop participants supported the proposed roadmap and took on certain responsibilities for its implementation. In the following weeks, Taqadum introduced the roadmap to influential PC Chairs and representatives from COR, SMOPA, PMAC, the State Shura Council, and officials in Erbil. Taqadum also prepared a draft LGA law for consideration first by the State Shura Council. A revised version, based on feedback from the Shura Council, will then be presented to the State Minister of Provincial Affairs for his review.

After the April elections, Taqadum will introduce the LGA concept to local officials, conduct a national conference on LGA with stakeholders and foreign experts, and begin the legislative procedure for introduction and adoption of the LGA law.

1.3: Policy Development to Complement Those of Central Ministries and Reflect the Needs and Priorities of Citizens

Policy formation is a new role for provincial officials; it is crucial that these policies are aligned with those of central government ministries and the national development strategy. To begin to address this challenge, Taqadum began working with the PPDCs last quarter to plan regional workshops on policy



Provincial working groups developed draft policy concept papers during Day 2 of the workshop.

formulation and review.

This quarter, Taqadum conducted its first regional policy workshop, *Policy as a Response to Citizens' Priorities*, for the five provinces in the south central region. The purpose of the workshop was to develop the participants' understanding of the concept and basic elements of policy; to increase their capacity to write effective policy; and to review challenges facing the social services sectors. Participants identified priority sectors for their provinces and developed a draft policy concept paper. Taqadum staff provided follow up assistance after the workshop to develop the papers into formal policy proposals for submission to PCs.

In the coming quarter, Taqadum will continue to introduce the concept of policy and conduct additional regional workshops.

1.4: Budget Management, Transparency, and Control

The ability of Provincial Government to respond to the need of citizens requires a functioning financial management system. Strong financial systems support officials in carrying out their fiduciary responsibilities to their constituents, promotes transparency of operations and provides citizens with confidence of having an efficient government capable of meeting its obligations in a timely fashion.



Eighty three individuals, including 12 women, attended the Taqadum First National Workshop for Provincial Financial Systems Reform, February 13-14, 2013.

Taqadum presented its framework for strengthening the provincial financial management system (PFMS) this quarter in its *First National Workshop for Provincial Financial Systems Reform*. Eighty-three senior financial managers from the PCs and GOs of 14 provinces attended the workshop.

The workshop aimed to achieve a common understanding among the participating GOs and PCs of the weaknesses and limitations of the existing financial system and agree on an action plan to identify and implement improvements and enhancements. Immediately following the workshop, Taqadum received letters signed by Governors and PC Chairmen requesting project support in reforming existing PFMS, indicating willingness and commitment to cooperate with Taqadum project to implement a three-phased approach to

financial system reform with a specific timeline.

Currently, the budget team is continuing its work on the first phase of strengthening the provincial financial management system. The team has completed its review of the financial organization structures within the provincial councils and governor's offices to highlight the gaps or overlaps in departmental functions, relationships, authorities and responsibilities. Developing a functioning financial internal structure responsible for public accountability is critical for an effective management of the provincial funds, their control, and accurate and timely financial reporting.

The team is working now on mapping business work flow, examining how tasks are allocated, how resources are distributed, how authority, responsibility and communications are controlled, and how the objectives and activities are coordinated so that overall goals are achieved. This work will contribute to streamlined and simplified financial processes and procedures which in turn strengthen the provincial financial management system.

Taqadum is also developing a finance and accounting procedural manual, as well as a self-audit tool, to serve as a guide for financial staff in the GOs and PCs to further support the provinces in their efforts to improve financial management systems and contribute to the institutionalization of the adopted system improvements.

In the coming quarters, Taqadum will continue its work to reach its goal of building a foundation for an automated provincial financial management system for better budget planning, better control over budget execution, improved recording and processing of financial transactions, up-to-date and timely financial reports, better decision making and strategic planning, more effective transparency and accountability mechanisms, and overall enhanced efficiency.



Taqadum staff and the Head of the Salah ad Din PC Accounting Section discuss challenges faced by the section and how to address these challenges through Taqadum technical assistance.

In addition to the structured approach for the provincial financial system reform, Taqadum budget team provided on-site demand driven technical assistance and training on various areas of financial management and accounting needs in the GO and PC.

Refer to the *Accomplishments by Province* section of this report for more information on the status of the implementation of financial system reform in each province.

I.5: Supporting Provincial Planning and Development Councils (PPDCs)

The Provincial Planning and Development Councils (PPDCs) are mandated by the MOP to formalize coordinated and inclusive capital planning and implementation and have begun to transform the planning and budgeting process in Iraqi provinces. The PPDCs enhance planning, economic development, and project implementation by providing improved coordination



Karbala PPDC members vote on the PPDC bylaw

between the MOP's units in each province, provincial governors, private sector, civil society, and universities. The governor in each province chairs the PPDC; and although the PC is not represented in the PPDC, the PPDC produces proposed annual budget lists for PC review and approval. It is also planned for the PC to provide PPDC with provincial strategic direction in order for PPDC to formulate programs and projects plan.

This quarter, Taqadum continued to assist provinces to comply with the directive to

form the PPDC and adopt the appropriate structure and membership. So far, 12 of 15 provinces have established a PPDC, including Maysan prior to Taqadum intervention period. With technical assistance from Taqadum, PPDCs reviewed their responsibilities; established meeting schedules, agendas, and minutes; and adopted action plans and bylaws. Taqadum staff also developed training materials on strategic planning, compliance with MOP and MOF rules, and the use of data for informed decision making, which will be used next quarter to train the nascent PPDCs. PPDCs will also incorporate budget recommendations obtained from public meetings and regional gender workshops; review provincial strategic plans and policies; and formulate budget, planning, and policy recommendations.

Refer to the *Accomplishments by Province* section of this report for more information on the status of the PPDC in each province.

I.6: Improving Provincial Planning Cycle to Meet MOP/MOF Reporting Requirements and Deadlines

Linking development planning with the budgeting process was identified as a major area for improvement in the Iraqi provincial development planning and budgeting process. This quarter,

Taqadum began developing a draft Provincial Planning and Budget Preparation Manual in collaboration with relevant stakeholders including SMOPA and participating GOs and PCs. Key objectives for the Provincial Planning and Budget Preparation Manual are:

- improve the overall budget planning practices
- encourage advance planning and proper sequencing of the programs and projects
- link planning functions to the PPDC in line with its mandate as a newly created body in charge of coordinating development planning activities and capital budgeting at the provincial level.
- integrate development planning with the budgeting process
- outline mechanisms for citizen participation in the provincial decision and policy-making processes and practices

To date, seven provinces have officially expressed the need for such a manual and requested Taqadum support in its development. Taqadum will partner with key stakeholders, including MOP, on the development and ownership of the planning and budgeting manual. Additionally, Taqadum planning and budget teams provided demand driven technical assistance and training on various areas of planning and budget preparation.

Next quarter, Taqadum plans to conduct a national workshop to obtain feedback on the first draft of the manual and in a subsequent national workshop, finalize the Planning and Budgeting Manual.

Refer to the *Accomplishments by Province* section of this report for more information on which provinces requested Taqadum assistance in preparation of budget and planning manual.

I.7: Provincial Communications — PC and GO Community Outreach and Communication with Central Government

No activities scheduled for this quarter.

I.8: Effective Citizen Participation

Citizen involvement in project planning, monitoring, and identifying priorities enhances the relationship and builds trust between citizens and government officials. Citizen participation in the local governance process also creates an environment of transparency by allowing constituencies to interface directly with their local government representatives and communicate the needs and priorities of their communities. Last quarter, Taqadum began to introduce citizen participation in the provinces, a relatively new concept for most provincial officials. Taqadum continued this effort this quarter, promoting citizen participation by providing training and hands-on technical assistance to enable provincial governments to conduct public forums on provincial planning and budgeting. These public meetings are an important step in the necessary process of engaging citizens as partners in shaping and monitoring public service delivery, and are an important source of information on the

perceptions and concerns of citizens. Taqadum also worked with DCs, NCs, and CAGs to create demand for public forums and helped introduce legislation to address citizen participation in governance.

This quarter, Taqadum supported the implementation of 51 community meetings in districts and sub-districts across 15 provinces to produce citizen-recommended project priority lists (PPLs) for inclusion in the 2014 budget; 2,420 men and 171 women participated in the meetings. Taqadum built the capacity of local councils to plan and implement the meetings, including technical assistance on forum facilitation and community-level voting. The PPLs are being shared with the PPDCs and provincial governments to enabling decision makers about effectively meeting community needs and the preferences of citizens at the district and sub-district level. Taqadum also facilitated four regional gender workshops to develop gender-based PPLs for 15 provinces; 75 men and 184 women participated in the workshops. These PPLs specifically address the needs of women and vulnerable populations, and will also be shared with PPDCs and provincial governments. The priority projects that were identified in these workshops focused on women's health, education, vocational training, and cultural and sports centers.



Women participants at the first Taqadum Regional Gender Workshop vote on priority projects for their province.

Next quarter, Taqadum will begin a gender responsive budgeting training initiative, and will work with CSOs and other groups to establish the National Gender Network. With Taqadum support, four provinces – Baghdad, Diwaniyah, Diyala, and Wasit – have adopted a Citizen Participation Law to institutionalize citizen engagement practices, which in turn will increase citizen participation and make government more aware of the needs and priorities of their citizens. Next quarter, Taqadum will assist these provinces in developing a citizen participation plan, and will continue to support adoption and implementation of a Citizen Participation Law in additional provinces. Taqadum will also continue to provide support for the implementation of additional public meetings, adoption of the citizen participation law, and enhanced citizen engagement.

Refer to the *Accomplishments by Province* section of this report for information on the locations of the public meetings conducted in each province.



Citizens from the Abu Ghraib District in Baghdad participate in an exercise to identify priority projects for 2014.

Component II:

2.1 Assisting PCs and GOs to Improve Monitoring, Oversight, and Physical Inspection of Capital Projects

Monitoring and oversight play a critical role in effective public administration and good governance. This quarter, Taqadum initiated implementation of its intervention to improve monitoring and oversight processes for capital projects this quarter. For, Taqadum hosted a conference *Distinguished Projects to Serve Citizens* May 24-25, 2013 to discuss ways to strengthen the role of local governments in monitoring and oversight of capital projects.



Taqadum staff and conference participants discuss oversight processes employed by the PCs and GOs in the provinces.

Fifty-four participants, including local government officials from 10 provinces, representatives from the national governments, and guests from KRG local and regional governments attended the two-day conference. Keynote speakers included COMSEC representative Mr. Ra'ad Kadhim Ghedan and Mrs. Anwar Al-Buni from the MOP. Mr. Tahir Abdullah, KRG Deputy Governor, presented a brief about KRG procedures in monitoring and supervision of projects including KRG's approach to improving implementation of projects and budget execution.

During the conference, Taqadum assisted participants in identifying current oversight processes employed by the PC and GO in each province. Participants also discussed similarities, differences, issues causing project delays, best practices, and lessons learned. The conference laid the foundation for a unified monitoring and oversight system, as well as standard operating procedures (SOPs) based on best practices. Taqadum will complement the SOPs with a general Monitoring and Oversight Guide for the provinces. The provinces have committed to reconvening to approve a uniform PC monitoring and GO oversight process.

2.2 Establish Service Delivery Performance Standards (SDPS) That Are Supported by Central Ministries, Adopted By Provincial Authorities, Monitored and Communicated to Line Ministries

Service delivery can be measurably improved in the provinces through the use of adopted standards. Taqadum is providing technical assistance to PCs and GOs to develop Service Delivery Performance Standards (SDPS) as a tool to monitor public services, and to establish Essential Service Delivery Oversight (ESDO) units/working groups. This quarter, Taqadum brought together 88 officials from 15 provinces in its *First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop*, March 10-11, 2013. Participants learned how they can address citizen demands by



Mr. Rahman Isa Hassan, COMSEC Assistant Secretary for Provinces and Ministries Affairs (L), and Mr. Mohamed Al-Tamimi, COMSEC Director General of the Citizen Affairs Directorate (R), addressed participants at the Taqadum service delivery workshop.

activating ESDO units/working groups, developing and applying SDPS, and conducting rapid citizen scan surveys of underserved neighborhoods. Participants were also introduced to the Taqadum Issue Tracking and Reporting System (ITRS), designed to automate and enhance existing Citizen Service Desk (CSD) operations and improve response times to citizens' complaints and inquires. As a result of this workshop, regular meetings were scheduled

Focusing on the Bigger Picture

"The citizen is the target and the means for change." - Mr. Rahman Isa Hassan, COMSEC Assistant Secretary for Provinces and Ministries Affairs, on improving service delivery in the provinces.

between Taqadum and the DG of Citizen Affairs in the COMSEC in order increase CSD effectiveness in the provinces. The workshop put tested work plans, service delivery standards, and neighborhood surveys in the hands of participants for immediate adaptation and application. Provinces were grouped by region to discuss their commitment to implement the Taqadum Service Delivery Toolkit.

As of the end of this quarter, ESDO units/working groups were established in 10 provinces, including Maysan prior to Taqadum intervention. Eight of those provinces adopted SDPS for

water, sewer, and solid waste services. Four ESDOs have field tested the standards in select underserved neighborhoods by applying the standards to determine the level of current service and understand current service delivery challenges. Two provinces have implemented remedies in cooperation with directorates and provincial governments.

The field test conducted by the Babil ESDO unit in late January 2013 in Al-Askary neighborhood in Hillah included a survey that revealed that none of the 4,250 households in the neighborhood had trash receptacles, resulting in a littered neighborhood and an unhealthy environment. Once this issue was brought forward by the Babil ESDO unit, the municipality immediately took action to resolve the problem. Initially it was reported that the municipality had provided 250 trash receptacles and would deliver another 250 by the end of February. In reality, the municipality has already distributed 750 trash receptacles in three of four areas of Al-Askary. This has raised the percentage of households served from 0% to 17% in the neighborhood. In addition, nearby neighborhoods are receiving increased attention and service.

Activities next quarter will replicate the success seen this quarter and identify opportunities to institutionalize a sustainable and continuous service delivery improvement process. Finally, problems that require capital project solutions will be referred to the PPDC, directorates, and governorates for inclusion in future budgets that will be developed next quarter.

Refer to *Accomplishments by Province* for specific provincial interventions in SDPS/ESDO.

2.3 Assisting PCs and GOs to Adopt and Institutionalize Mechanisms for Regular Reporting Sessions to the Public on Service Delivery Performance Standards and Results

No activities scheduled for this quarter.

2.4 Training PCs and GOs in Customer Orientation, Quality Circles, Performance Management, and Service Delivery Planning

No activities scheduled for this quarter.

2.5 Citizen Satisfaction Surveys (CSS)

This quarter, Taqadum refined the SOW and planned process to conduct CSS in 15 provinces. In addition, the existing forms used in last year's survey were revised to better reflect the impact of Taqadum interventions. The CSS will provide anecdotal evidence to gain an understanding of the impact ESDO interventions have had on neighborhood residents; and the impact that service delivery and other improvement initiatives begun in 2012-2013 have had in the provinces. Taqadum will also build the capacity of provincial staff in conducting, analyzing, developing, and presenting reports on CSS in specific areas targeted by the ESDOs.

2.6 Support workshops, roundtables, and conferences for PC/GO and line ministries to share experiences, lessons learned, and solve problems.

No activities scheduled for this quarter.

2.7 Establish Citizen Service Desks (CSDs)

A CSD acts as an interface between citizens and local government, is a convenient resource to address citizen needs, and is integral to enhancing citizen-focused public service delivery. Well managed CSDs can effectively address citizen issues and provide important service delivery reports to provincial government for use in implementing their monitoring and oversight

responsibilities, and to PPDCs as they develop plans and budget recommendations.



The Issue Tracking and Reporting System (ITRS) software development by Taqadum will help improve response times at Citizen Service Desks (CSDs).

CSDs exist in 15 GOs and 12 PCs, including the new CSD at the Diyala PC which was opened this quarter after several months of Taqadum technical assistance. Also this quarter, Taqadum developed a simple software package, the Issue Tracking and Reporting System (ITRS), which allows CSDs to enter and track a citizen-generated issue from initiation to resolution, improve response times, and produce summary reports for decision makers.

The ITRS was introduced to the PCs, GOs,

COMSEC, and Amanat. Staff from 14 of 15 provinces received training on the ITRS. Next quarter, Taqadum staff will teach users how to customize and improve the ITRS software by adding new features, and will continue to assist provinces to enhance existing and establish new CSDs.

2.9 Legislative Tracking System

This quarter, Taqadum conducted the *First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop*. Sixty-five PC and GO legal staff from 15 provinces, as well as dignitaries and officials from Erbil and Kurdistan, attended the two-day workshop. Taqadum staff provided a review of the current legal framework for the implementation of legislation and the role of the PC in tracking the implementation of legislation

in Iraq. Participants learned to track the implementation of legislation, create precise and accurate process maps, recognize the main obstacles and/or bottlenecks in implementation, and recommend solutions. Taqadum will provide capacity building and technical assistance to PC and GO officials in the coming period to strengthen the legislation implementation tracking function in each province.

Importance of Legislative Tracking

“Legislation without implementation is just a piece of paper.” -Slaven Lekic, Taqadum Policy and Legislative Advisor

Cross-cutting Activities

Gender

Taqadum continues to actively engage Iraqi women in leadership and support positions in PCs, GOs, and other organizations in order to build capacity, enhance communications, increase public participation and improve service delivery. This quarter, Taqadum conducted four regional gender workshops, targeting women PC members and other leaders in 15 Iraqi provinces, to: a) raise awareness about the issue of gender standards and gender-friendly policies; b) discuss the lack of application of gender policies in Iraq; c) encourage female PC members to advocate for gender standards; d) share case studies on gender mainstreaming in other countries and its impact on local government and the economy; and e) solicit feedback on priority projects from women participants only. Seventy-five men and 184 women participated in the workshops.



Female participants at the Taqadum Regional Workshop for the South Region develop a project priority list (PPL) for their province.

During the workshops, Taqadum staff worked with PC members and representatives from local NGOs to develop the first-ever gender based project priority lists (PPLs) for the provinces. Priority projects focused on women's health, education, vocational training, and cultural and sports centers. The lists will be submitted to the PPDC in the respective province, as will the PPLs developed during community meetings (discussed under Activity 1.8), for consideration for the 2014 provincial projects.

In addition, action plans were developed to strengthen the role of women PC members in mainstreaming gender standards. A gender network is being established with support from Taqadum, and the first gender newsletters will be distributed early next quarter. The regional gender workshops will be followed by Taqadum's *First National Conference on Gender Responsive Budgeting*. This conference is the first step to the development of gender mainstreaming of national resources to: a) improve the allocation of resources to women; b) support gender mainstreaming in macroeconomics; c) enhance linkages between economic and social policy outcomes; and d) weigh public expenditure against gender and development policy commitments.

International Women's Day, March 8th, also provided an opportunity for Taqadum to interface with women PC members on gender issues. Taqadum staff worked with women PC members in the provinces throughout the week to celebrate International Women's Day at local girls'

schools and other institutions under the theme *International Women's Day: Embracing Girls Education*. More than 1,500 students and teachers in 14 local schools and organizations in 10 provinces were visited by 14 women PC members. The PC members spoke to students, teachers, activists, and advocates about the importance and value of girls' education. PC members from two additional provinces who were unable to participate in activities during the week extended observance of the holiday to the following week and were able to address over 140 students and faculty at two local universities.



On International Women's Day, women PC members address nearly 600 students at this public girls' school in Baghdad about the importance and value of girls' education. Taqadum supported similar activities in 12 Iraqi provinces, reaching nearly 1,700 students and faculty.

Internally Displaced and Vulnerable Populations

This quarter, Taqadum supported local governments in addressing the needs of internally displaced and vulnerable populations. The PPLs developed during both the public meetings and gender workshops addressed the needs of vulnerable populations in their communities. The meetings themselves provided an unprecedented opportunity for previously unheard citizens to speak out in the presence of local officials about their needs and concerns. The establishment of ESDO units and adoption of SDPS, followed by site visits and field testing in historically underserved neighborhoods, has created a new mechanism for identifying and correcting service delivery gaps for vulnerable populations. In addition, one of the transformation improvements selected by the Babil GO OSTP team specifically targets addressing the needs of victims of terrorism in the governorate. Taqadum will continue to work with local officials and relevant organizations to offer appropriate and relevant capacity building and technical assistance to enable them to address this important issue.

Anti-corruption

Activities implemented this quarter significantly increased Taqadum's support of anti-corruption initiatives. Technical assistance on both the provincial and national level for financial management directly supported transparency and accountability. Public meetings, as mentioned above, provided citizens with a new opportunity to publicly address officials about their needs and concerns, further promoting transparency and accountability. Taqadum interventions that supported other forms of interface between citizens and local government, including CSD and ESDO initiatives, also provided avenues for citizens to hold their governments more accountable for meeting the needs of their constituents. Transparency and accountability will be among the key issues raised in the Taqadum post-election symposium for newly elected and reelected officials.

Coordination

Taqadum continues to leverage USG resources by coordinating with USAID and its implementing partners, and with donors and their implementing organizations to coordinate strategies, schedules and activities. Taqadum meets regularly with management of the USAID-Tarabot project to coordinate activities and interaction with the Iraqi provincial and central-government offices. Taqadum also meets regularly with Dr. Torhan Al-Mufti, State Minister of Provincial Affairs (SMOPA), and provincial officials in the PC and GO to provide an update on Taqadum activities and to receive feedback and insight on new or pressing issues within the provinces. Office space provided for Taqadum's embedded teams in the PCs, GOs, and at SMOPA provide additional opportunities for coordination with officials and staff. Taqadum also began attending regular meetings with the COMSEC Citizen Affairs.

Challenges

The security situation this quarter sporadically presented mobility challenges for expatriate staff and more frequently for Iraqi national staff. Ongoing demonstrations and protests in Anbar, Ninawa, Diyala, Kirkuk, and Salah ad Din – and sometimes in Baghdad – restricted access to local government offices. An increase in threats and actual incidents in these provinces resulted in postponing of some events. However, Taqadum staff quickly reacted to reschedule events and maintain ongoing technical assistance in the PCs and GOs.

An increase in the number and impact of security incidents is expected early in the coming quarter due to the impending provincial elections. Taqadum is taking this into consideration as it schedules activities for the coming quarter to ensure the safety of its staff while implementing project activities in an effective and timely manner.

Monitoring and Evaluation

This quarter, Taqadum further refined its M&E processes to support data collection, documentation, and reporting of project activities from the 15 provinces. The M&E database is

now providing online reporting to project staff. The Governance Effectiveness Index tool was finalized, and staff was trained to conduct baseline information gathering.

Accomplishments by Province

Implementation of Taqadum activities in the provinces is managed by the Baghdad HQ office and supported by four regional hubs in Erbil (north), Baghdad (central), Hilla (south central), and Basrah (south).

Taqadum initially concentrated its rollout to the provinces in the central and south central regions and then progressed to provinces in the north and south. Implementation of activities in those regions progressed as staffing increased. The following is a summary, by province, of Taqadum accomplishments for Year 2 Quarter 2.

Anbar

OSTP	<ul style="list-style-type: none"> OSTP concept introduced to officials; getting senior management buy-in
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> Current organizational chart for financial departments within PC and GO being developed Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> PPDC established, bylaws adopted Conducted two meetings
Effective Citizen Participation	<ul style="list-style-type: none"> Three public meetings conducted: Heet, Garma, Saqlawiya
Capital projects monitoring and oversight	<ul style="list-style-type: none"> PC and GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> SDPS for water, sewer, and solid waste adopted Joint GO-PC ESDO working group established
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Babil

OSTP	<ul style="list-style-type: none"> Phase 4; implementing six improvement solutions
Policy development	<ul style="list-style-type: none"> PPDC members participated in <i>First Regional Policy as a Response to Citizens' Priorities Workshop</i> (South Central Region) Prepared draft policy concept paper; to be finalized and submitted to PC
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual Current organizational chart for financial departments within PC and GO being developed Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> PPDC established, bylaws adopted Conducted first meeting
Effective Citizen Participation	<ul style="list-style-type: none"> Three public meetings conducted: Hasimiya, Hilla, Muhaweel
Capital projects monitoring and oversight	<ul style="list-style-type: none"> PC and GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> SDPS for water, sewer, and solid waste adopted Joint GO-PC ESDO unit established Field tests conducted in two neighborhoods
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Baghdad

OSTP	<ul style="list-style-type: none"> Phase 3; selecting improvement projects
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> PC submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual Current organizational chart for financial departments within PC being developed Identified improvement opportunities in financial processes of PC
Improved provincial planning cycle	<ul style="list-style-type: none"> PC submitted formal letter requesting Taqadum support in the development of a planning and budget preparation manual
Effective Citizen Participation	<ul style="list-style-type: none"> Five public meetings conducted: Al-Mansour, Al-Rasheed, Rusafa, Abu Ghraib, Kadhimiya Passed Citizen Participation Law
Capital projects monitoring and oversight	<ul style="list-style-type: none"> PC officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> SDPS for water, sewer, and solid waste adopted Joint PC-Amanat ESDO working group established Field test conducted in one neighborhood
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Basrah

OSTP	<ul style="list-style-type: none"> Phase 2; completed collection of self-assessment data, preparing draft benchmark report
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in First National Workshop for Provincial Financial Systems Reform PC submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual Current organizational chart for financial departments within PC and GO being developed Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> Formal letter issued from GO authorizing establishment of a PPDC; membership list included
Improved provincial planning cycle	<ul style="list-style-type: none"> PC submitted formal letter requesting Taqadum support in the development of a planning and budget preparation manual
Effective Citizen Participation	<ul style="list-style-type: none"> Seven public meetings conducted; Fao, Um Qasser, Khur Al-Zubair, Nashwa, Al-Haritha, Abu Al-Khaseeb, Al-Zubair
Capital projects monitoring and oversight	<ul style="list-style-type: none"> PC and GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i>
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Dhi Qar

Budget, management, transparency, and control	<ul style="list-style-type: none"> • Senior financial managers from PC and GO participated in First National Workshop for Provincial Financial Systems Reform • PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual • Current organizational chart for financial departments within PC and GO being developed • Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> • PPDC established, bylaws adopted • Conducted three meetings • Conducted one capacity building event
Effective Citizen Participation	<ul style="list-style-type: none"> • Three public meetings conducted: Eslah, Qale't Sikar, Nassiriyah
SDPS/ESDO Units	<ul style="list-style-type: none"> • PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i>
CSDs	<ul style="list-style-type: none"> • ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> • PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Diwaniyah

Policy development	<ul style="list-style-type: none"> • PPDC members participated in First Regional Policy as a Response to Citizens' Priorities Workshop (South Central Region) • Prepared draft policy concept paper; to be finalized and submitted to PC
Budget, management, transparency, and control	<ul style="list-style-type: none"> • Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> • PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual • Current organizational chart for financial departments within PC and GO being developed • Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> • PPDC established, bylaws adopted • Conducted two meetings
Effective Citizen Participation	<ul style="list-style-type: none"> • Four public meetings conducted: Afak, Al-Shamiyah, Diwaniyah, Hamza • Citizen Participation Law passed
SDPS/ESDO Units	<ul style="list-style-type: none"> • PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> • SDPS for water adopted • ESDO working groups established separately in PC and GO
CSDs	<ul style="list-style-type: none"> • ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> • PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Diyala

Budget, management, transparency, and control	<ul style="list-style-type: none"> • Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> • PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual • Current organizational chart for financial departments within PC and GO being developed • Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> • PPDC established; bylaws adopted • Conducted two meetings
Improved provincial planning cycle	<ul style="list-style-type: none"> • PC submitted formal letter requesting Taqadum support in the development of a planning and budget preparation manual
Effective Citizen Participation	<ul style="list-style-type: none"> • Three public meetings conducted: Baquba, Muqdadiya, Al-Khalis • Adopted new legislation on Citizen Participation
SDPS/ESDO Units	<ul style="list-style-type: none"> • PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> • SDPS for water, sewer, and solid waste adopted • ESDO working group established • Field test conducted in one neighborhood
CSDs	<ul style="list-style-type: none"> • ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> • PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Karbala

OSTP	<ul style="list-style-type: none"> Phase 3; selecting improvement projects
Policy development	<ul style="list-style-type: none"> PPDC members participated in <i>First Regional Policy as a Response to Citizens' Priorities Workshop</i> (South Central Region) Prepared draft policy concept paper; to be finalized and submitted to PC
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual Current organizational chart for financial departments within PC and GO being developed Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> PPDC established, bylaws adopted Conducted first meeting
Effective Citizen Participation	<ul style="list-style-type: none"> One public meetings conducted: Al-Hindiyah
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> SDPS for water, sewer, and solid waste adopted ESDO unit in process of being established
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Kirkuk

OSTP	<ul style="list-style-type: none"> Phase 3; benchmark report delivered to Governor, will begin selecting improvement projects
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual Current organizational chart for financial departments within PC and GO being developed Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> Resistance from GO; gained buy-in from PC – awaiting formal approval
Effective Citizen Participation	<ul style="list-style-type: none"> Six public meetings conducted: Kirkuk, Qara Hanjeer, Multaqa, Daquq, Laylan, Al-Dibis
Capital projects monitoring and oversight	<ul style="list-style-type: none"> PC and GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> SDPS for water, sewer, and solid waste adopted ESDO working group established
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Maysan

PPDC Support	<ul style="list-style-type: none"> • PPDC established, bylaws adopted (prior to Taqadum intervention) • Conducted two meetings
Effective Citizen Participation	<ul style="list-style-type: none"> • Two public meetings conducted: Al-Maymoona, Al-Kahla'a
SDPS/ESDO Units	<ul style="list-style-type: none"> • PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> • ESDO established (prior to Taqadum intervention)
CSDs	<ul style="list-style-type: none"> • ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> • PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Muthanna

Budget, management, transparency, and control	<ul style="list-style-type: none"> • Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> • GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual • Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> • PPDC established, bylaws adopted • Conducted first meeting
Effective Citizen Participation	<ul style="list-style-type: none"> • Three public meetings conducted: Samawa, Sewier, Khithir
Capital projects monitoring and oversight	<ul style="list-style-type: none"> • PC and GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> • Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> • PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> • ESDO working group established in GO
CSDs	<ul style="list-style-type: none"> • ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> • PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Najaf

OSTP	<ul style="list-style-type: none"> Phase I; nominated OSTP team
Policy development	<ul style="list-style-type: none"> PPDC members participated in <i>First Regional Policy as a Response to Citizens' Priorities Workshop</i> (South Central Region) Prepared draft policy concept paper; to be finalized and submitted to PC
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual Current organizational chart for financial departments within PC and GO being developed Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> PPDC established, bylaws adopted Conducted first meeting
Effective Citizen Participation	<ul style="list-style-type: none"> One public meetings conducted: Manathira
Capital projects monitoring and oversight	<ul style="list-style-type: none"> GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> SDPS for water, sewer, and solid waste adopted ESDO in process of being established
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Ninawa

OSTP	<ul style="list-style-type: none"> Phase 3; benchmark report delivered to Governor, will begin selecting improvement projects
Budget, management, transparency, and control	<ul style="list-style-type: none"> Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual Current organizational chart for financial departments within PC and GO being developed Identified improvement opportunities in financial processes of PC and GO
Improved provincial planning cycle	<ul style="list-style-type: none"> GO submitted formal letter requesting Taqadum support in the development of a planning and budget preparation manual
Effective Citizen Participation	<ul style="list-style-type: none"> Two public meetings conducted: Tel'afer, Al-Hathar
Capital projects monitoring and oversight	<ul style="list-style-type: none"> PC and GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> ESDO working group established in GO
CSDs	<ul style="list-style-type: none"> ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Salah ad Din

Budget, management, transparency, and control	<ul style="list-style-type: none"> • Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> • PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual • Current organizational chart for financial departments within PC and GO being developed • Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> • PPDC established, bylaws adopted • Conducted first meeting • Two capacity building events held
Improved provincial planning cycle	<ul style="list-style-type: none"> • PC and GO submitted formal letter requesting Taqadum support in the development of a planning and budget preparation manual
Effective Citizen Participation	<ul style="list-style-type: none"> • Three public meetings conducted: Tikrit, Baiji, Dulu'eya
Capital projects monitoring and oversight	<ul style="list-style-type: none"> • PC and GO officials and staff participated in the <i>First National Conference for Distinguished Projects to Serve the Citizens</i> • Identified current processes within PC and GO, and areas for improvement; established foundation for unified monitoring and oversight system
SDPS/ESDO Units	<ul style="list-style-type: none"> • PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i>
CSDs	<ul style="list-style-type: none"> • ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> • PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Wasit

Policy development	<ul style="list-style-type: none"> • PPDC members participated in <i>First Regional Policy as a Response to Citizens' Priorities Workshop</i> (South Central Region) • Prepared draft policy concept paper; to be finalized and submitted to PC
Budget, management, transparency, and control	<ul style="list-style-type: none"> • Senior financial managers from PC and GO participated in <i>First National Workshop for Provincial Financial Systems Reform</i> • PC and GO submitted formal letter of cooperation and commitment to the implementation of financial system reform and development of financial manual • Current organizational chart for financial departments within PC and GO being developed • Identified improvement opportunities in financial processes of PC and GO
PPDC Support	<ul style="list-style-type: none"> • PPDC established, bylaws adopted • Conducted two meetings
Improved provincial planning cycle	<ul style="list-style-type: none"> • PC submitted formal letter requesting Taqadum support in the development of a planning and budget preparation manual
Effective Citizen Participation	<ul style="list-style-type: none"> • Five public meetings conducted: Al-Hay, Badra, Numaniyah, Suwayra, Al-Aziziya • Passed Citizen Participation Law
SDPS/ESDO Units	<ul style="list-style-type: none"> • PC and GO officials and staff participated in <i>First National Improving Service Delivery to Enhance Citizens' Quality of Life Workshop</i> • SDPS for water, sewer, and solid waste adopted • Joint GO-PC ESDO unit established • Field testing done in one neighborhood
CSDs	<ul style="list-style-type: none"> • ITRS installed in PC; staff trained
Legislative tracking	<ul style="list-style-type: none"> • PC and GO legal staff participated in <i>First National Implementation of Legislation as a Precondition for Rule of Law and Good Governance Workshop</i>

Accomplishments Against Expected Outcomes

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
1.1: Establish Sustainable Organizational self-Assessment and Transformation Program (OSTP) teams in Provincial Governors' Offices (GOs) and/or Provincial Councils (PC) <i>(IR 1: Provincial & Local Government Core Authorities & Responsibilities Institutionalized)</i> AND <i>(IR 2: Provincial Elected Officials Hold Executive Ministries Accountable for Improved Services)</i>	OSTP Practitioners Community Network and Conferences		Hold conference to establish OSTP Practitioners Network Develop OSTP Practitioners Community Network Plan	Completed Completed	Conduct training in four OSTP criteria (Leadership, Financial Management, Knowledge Management and Process Management) for the OSTP Practitioners Community Network	Expand the OSTP Practitioners Community Network to include new provinces that have started OSTP Hold a national conference with SMOPA to showcase the success of the OSTP program and to provide a forum for provincial government leadership to share lessons learned and address common findings from the first OSTP Self-Assessment	OSTP Provincial Community Network shares information, ideas for improvement and solutions for problems

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
	OSTP Anbar GO		Establish Provincial OSTP Team	<ul style="list-style-type: none"> Not Completed (concept introduced, team to be formed in Q3) 	Conduct OSTP Self-Assessment Benchmark Report workshop Complete the OSTP Self-Assessment Benchmark Report and deliver to provincial leadership	Conduct OSTP Identification of Potential Transformations Solutions workshop Complete selection and obtain approval from Governor to implement transformation improvement solutions Conduct OSTP Transformation Action Planning workshop Initiate and complete transformation improvement solution	At least one OSTP service delivery related transformation improvement solution implemented leading to improved transparency and effectiveness in the services provided by GO

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
	OSTP Babil GO	Conduct OSTP Identification of Potential Transformation Solutions workshop Complete selection and obtain approval from Governor to implement transformation improvement solutions	Conduct OSTP Transformation Action Planning workshop Initiate the implementation of the chosen transformation improvement solutions	Completed Completed	Continue implementation of the transformation improvement solutions	Complete implementation and review of transformation improvement solutions	At least one OSTP service delivery related transformation improvement solution implemented leading to improved transparency and effectiveness in the services provided by GO
	(A) OSTP Baghdad PC (B) OSTP Basrah GO (C) OSTP Karbala GO (D) OSTP Kirkuk GO	Conduct OSTP Self-Assessment Benchmark Report workshop	Complete OSTP Self-Assessment Benchmark Report and deliver to provincial leadership	<ul style="list-style-type: none"> Completed In Baghdad, Karbala, Kirkuk, and Ninawa; Basrah team will finalize report in Q3 	Conduct OSTP Identification of Potential Transformations Solutions workshop Complete selection and obtain approval from Governor (or PC	Initiate and complete transformation improvement solutions	At least one OSTP service delivery related transformation improvement solution implemented leading to improved transparency and

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
	(E) OSTP Ninawa GO				Chair for Baghdad OSTP) to implement transformation improvement solutions Conduct OSTP Transformation Action Planning workshop		effectiveness in the services provided by GO At least one OSTP service delivery related transformation improvement solution implemented leading to improved transparency and effectiveness in the services provided by PC (Baghdad only)
	OSTP Najaf GO		Establish the OSTP team Conduct OSTP Orientation and Self-Assessment Training workshop Initiate OSTP Self- Assessment Data collection	<ul style="list-style-type: none"> • Completed • Delayed to Q3 • Delayed to Q3 	Complete OSTP Self-Assessment Benchmark Report and deliver to provincial leadership Conduct OSTP Identification of Potential Transformations Solutions workshop	Initiate and complete transformation improvement solutions	At least one OSTP service delivery related transformation improvement solution implemented leading to improved transparency and effectiveness in

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
					Complete selection and obtain approval from Governor to implement transformation improvement solutions Conduct OSTP Transformation Action Planning workshop		the services provided by GO
1.2: Provide technical assistance Local Government Associations (LGAs) and Local Government Conventions (LGC) <i>(Sub IR 2.2: Elected Officials Engage National Policy Makers to Improve Services)</i>	Develop a Road Map and Buy-In from Stakeholders to Establish a Sustainable LGA Based Public Entity Model with Institutional Membership and Specific Law		Articulate a conceptual LGA model, informed by the experience of transition countries Build a coalition of stakeholders necessary to realize an LGA (e.g. PC Chairs, Governors, MOPA, CoR Committees, and local officials' NGOs) Following initial agreement on general principles, draft a framework for the	Completed Completed Completed	Following local elections, introduce the LGA concept to local officials Hold a two-day high-level National Conference on the LGA with stakeholders and foreign experts Begin the legislative procedure for introduction and adoption of the LGA Law	Prepare for final legislative adoption of the LGA Law Draft secondary legislation, rules of procedure and statutes for an LGA	<ul style="list-style-type: none"> A draft text of a national law laying the foundation for an LGA as an autonomous public legal entity with institutional membership is presented to stakeholders

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
			LGA Law				

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
	(A) Establish Regular Local Government Conventions for New Provincial Councils and Governors (B) Strengthen Interaction Between Local Governments and Between Local Governments and Private Sector		No Planned Activity	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Develop the convention concept and scope of work; gain preliminary feedback from local governments, private sector and civil society • Draft the program, identify speakers and partners, prepare plan of activities • Prepare the venue, promotional material, develop exhibit area and attract private sector actors as well as civil society • Hold first annual national convention for newly elected PC members and new governors in Erbil 	<ul style="list-style-type: none"> • Develop concept, program and timeline for regional conventions • Draft the program, identify speakers and partners, prepare plan of activities • Prepare the venue, promotional material, develop stand area • Develop strategy to attract private sector actors and to make conventions financially self-sustainable • Use conventions to gain broad support for building the LGA • Present the concept of a future Middle East Local Government EXPO 	<ul style="list-style-type: none"> • A framework for regular Local Government Conventions for PCs and Governors is developed and implemented allowing PCs and Governors to meet regularly, share experiences, and best practices

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
1.3: Policy development to complement those of central ministries and reflect the needs and priorities of citizens <i>(Sub IR 1.1: Provincial and Local Government's Capital Budget Efficiently Executed)</i>	Sector Planning and Development Policies (health, education, water sewer, etc.)		<ul style="list-style-type: none"> Define, develop and organize various functions of PPDCs including policy formulation in 5 South Central provinces Conduct regional workshops to introduce policy creation cycle to PPDC and PC to respond to community needs, & provide training on sectorial policy development and data based decision making so PPDCs can: <ul style="list-style-type: none"> Get agreement from PPDC Secretariat Form sector teams, linking ministry & provincial Prepare & use data sets Develop & use analytical tools 	<ul style="list-style-type: none"> Completed Completed 	<p>In a national workshop train PC members & staff on policy formulation, the role of policy, & the role of the PPDC in the development of plans & budget recommendations</p> <p>In 5 additional provinces, provide TA to define, develop & organize functions of PCs and PPDCs to develop, define and incorporate PC endorsed policy in planning & budgeting activities</p> <p>Conduct 4 regional workshops for PCs & PPDCs on policy formulation, linking to national & provincial strategy & incorporating citizen input, with a PC action plan to adopt & transmit at least 1 policy to PPDC for the proposed budget</p>	<ul style="list-style-type: none"> Provide TA and conduct 4 regional workshops for PC & PPDC to institutionalize the development & incorporation of policy recommendations that foster greater central/provincial alignment Submit the consensus PPDC policy recommendation to PC Hold a national workshop for PC and PPDC members to share the experience gained by the 10 provinces focusing on policy with all provinces 	In at least 10 provinces, PPDCs have recommended provincial plans and investment budgets that reflect PC adopted policies

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
1.4: Budget, management, transparency and control <i>(Sub IR 1.1: Provincial and Local Government's Capital Budget Efficiently Executed)</i>			Conduct a national workshop to review key Iraqi budget, accounting laws, and requirements and solicit feedback on creating a financial management manual	Completed	Develop a Financial Self-Audit tool for the PCs and GOs so that they are prepared for internal audit	Provide TA on Self Audit	The Budget Management System efficiency, accountability and transparency is improved
			Identify improvement opportunities to strengthen the existing financial system	Completed	Develop partnerships with key stakeholders on ownership of the Self-Audit tool	Recommend actions to address improvement opportunities in the existing financial system and secure leadership support	
			Provide customized technical assistance and training on financial management and accounting in the GO and/or PC	Completed	Conduct national or regional workshops to roll out the Self-Audit tool for PCs & GOs	Initiate implementation of adopted improvements	
					Continue to identify improvement opportunities in the existing financial system	Develop financial business process maps of the improved processes and procedures	
					Continue to provide customized technical assistance and training on financial management and accounting needs in the GO and/or PC	Initiate the development of a financial and accounting procedure manual	
						Continue to provide TA and training as needed	

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
1.5: Support Provincial Planning and Development Councils (PPDC), including, but not limited to: improving/implementing provincial development strategies, linking to National Development Plan, coordinating provincial / department budget plans, reflecting citizen needs and private sector economic development priorities <i>(Sub IR 1.1: Provincial and Local Government's Capital Budget Efficiently Executed)</i>	PPDC Capacity Building		Assist at least 10 provinces have established and publicized their PPDC and respective membership	Completed	Provide training on: strategic planning, MoP & MoF instructions, use of SPDS data, and incorporating citizen priorities	Assist at least 10 PPDCs finalize and prioritize projects by program in a recommended provincial investment budget	PPDCs in at least 10 provinces are functional and effectively comply with the MoP directive
			Assist the PPDC review roles and responsibilities, action plans, create agendas and minutes, and adopt a bylaw	Completed	TA to review of District Reports on Citizens Priorities	Build the capacity of PPDC to present their recommended provincial investment budget to the entire PC for final review and approval	
			Develop materials for training on strategic planning, MoP and MoF instructions, using SPDS data, and citizen priorities	Completed	TA to PPDCs evaluate current provincial strategies and policies	Continue to provide customized TA and capacity building training to PPDC members	
					TA to 5 PPDCs to recommend updates to policies using data and input from CSOs, private sector, & district public meetings	Provide technical assistance to conduct public meeting when the PPDC presents provincial investment budget recommendations to the PC	
					TA to 10 PPDCs to incorporate policies in the budget proposal from directorate, SDPS, ESDO, CSD data and Citizen Priorities, & keep PC informed		
					Customized TA and capacity building training to PPDC		

Page 49 of 88

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
1.6: Improved provincial planning cycle to meet MOP/MOF reporting requirements and deadlines <i>(Sub IR 1.1: Provincial and Local Government's Capital Budget Efficiently Executed)</i>	Planning and budget preparation		Develop a draft Provincial Planning and Budget Preparation Manual in collaboration with relevant stakeholders Develop partnerships with key stakeholders on development and ownership of the draft Planning and Budget Preparation Manual	Completed Completed	Conduct a National Workshop to obtain feedback on the draft Planning and Budget Preparation Manual In a subsequent National Workshop, finalize the Planning and Budgeting Manual Provide demand driven TA and training on various areas of planning and budget preparation Develop a simple budget guide for PC members to be distributed by MoP / SMoPA	Assist PC in receiving sector policy recommendations from PPDC (see 1.5) Provide TA to support the timely submission of the 2014 provincial budgets Continue to provide demand driven TA and training on various areas of planning and budget preparation	A citizen based planning and budgeting processes is institutionalized to meet MoP & MoF requirements in a timely manner

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
1.7: Provincial communications — Provincial Council and Governor Office Outreach and Communication with Central Government <i>(Sub IR 1.2: Provincial and Local Councils Citizen Outreach and Input Increased)</i>	Community Outreach and Communication with Central Government		No Planned Activity	None	<p>Conduct a survey to record quantitatively & qualitatively communications tools of provinces</p> <p>Through on-site visits report on provincial communications in province with effective communication to central government, provincial entities, and the public</p> <p>Develop a Model Communications Plan based on a province with effective communication practices to central government, provincial entities, & the public</p> <p>Hold 4 regional workshops to assist PC/GO, CSD, ESDO, & PPDC coordinate & distribute</p>	<p>Hold individualized media training for PC and GO in two provinces</p> <p>Introduce the Model Communications Plan for PCs and GOs in 10 provinces to facilitate outreach and messaging to the central government, provincial entities and the public</p>	<p>Communications content and distribution is coordinated and improved between the entities generating and using the information (Ministry reports, ESDO, CSD, PPDC, etc.)</p>

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
					information		

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
1.8: Effective Citizen Participation / Increased women council participation (Sub IR 1.2: Provincial and Local Councils Citizen Outreach and Input Increased)	Citizen Participation is Effectively Improved	Conduct Regional Workshops with district and local councils to enhance local citizen engagement activities	Provide technical assistance for district community meetings to set local budget priorities Provide technical assistance to institutionalize citizen participation by enacting local sub-legislation or policy	Completed Completed	Continue to provide technical assistance for district community meetings to set local budget priorities Continue to provide technical assistance to institutionalize citizen participation by enacting local sub-legislation or policy Raise citizen awareness of citizen participation sub-legislation or policy Provide technical assistance to PC to develop a Provincial Citizen Participation Plan	<ul style="list-style-type: none"> Continue to raise awareness and encourage monitoring of citizen participation sub-legislation or policy Continue to provide technical assistance to the PC to adopt a Provincial Citizen Participation Plan 	<ul style="list-style-type: none"> Citizen participation in the local decision making process is effectively improved in at least 10 provinces

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
Cross Cutting Initiative	National Gender Network		<p>Conduct 4 Regional workshops on Developing Project Priority List and action plan to strengthen the role of female PC members in mainstreaming gender standards</p> <p>Initiate development of training module on Gender Responsive Budgeting</p>	<p>Completed</p> <p>Completed</p>	<ul style="list-style-type: none"> • Deliver training on Gender Responsive Budgeting in provinces • Hold National Conference on Gender Responsive Budgeting • Establish a National Gender Network with PC, Central Government, NGO and CSO members to be an advocacy body for gender and vulnerable populations • Develop National Gender Network, its structure, roles, bylaws • Build coalition of CSOs representing gender and vulnerable populations and link coalition to National Gender Network 	<ul style="list-style-type: none"> • Hold first quarterly gathering of the National Gender Network to include capacity building in effective advocacy, policy development, and media skills • Develop advocacy positions on gender and vulnerable populations as it relates to public service delivery • Hold national-level roundtable to present advocacy positions for gender and vulnerable populations 	<ul style="list-style-type: none"> • A National Gender Network capacities are increased to identify and advocate for items in the Prioritized Projects List to address the needs of women and vulnerable populations

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

<i>ACTIVITY</i>	<i>SUB-ACTIVITY</i>	<i>QUARTER 1 October – December 2012</i>	<i>QUARTER 2 Expected Outcomes</i>	<i>Q2 Accomplishments</i>	<i>QUARTER 3 April – June 2013</i>	<i>QUARTER 4 July – September 2013</i>	<i>OUTCOME</i>

<i>ACTIVITY</i>	<i>SUB-ACTVITY</i>	<i>QUARTER 1 October – December 2012</i>	<i>QUARTER 2 Expected Outcomes</i>	<i>Q2 Accomplishments</i>	<i>QUARTER 3 April – June 2013</i>	<i>QUARTER 4 July – September 2013</i>	<i>OUTCOME</i>
2.1. Assist PC/GO to improve monitoring and oversight of capital projects <i>(Sub-IR 2.1: Elected Officials Systematically Monitor Quality Services)</i>			<ul style="list-style-type: none"> • Meet with PC and GO staff in four provinces to assess existing mechanism of project monitoring and oversight • Draft typical model processes and steps undertaken by PC in monitoring and GO in supervision of capital projects (ARDP and/or Ministry projects) <p>Conduct Regional Workshop for staff from at least seven provinces to identify gaps, clarify roles of PC and GO in monitoring and oversight of projects, finalize drafted processes and develop initial versions of PC Monitoring and</p>	Completed	<ul style="list-style-type: none"> • Develop training material in monitoring, supervision, QA/QC and field reporting • Conduct two regional workshops for PC and GO engineers in monitoring, supervision, QA/QC and field reporting • Provide technical assistance to PC/GO staff in conducting site visits for pilot projects in four provinces • Continue working with PC and GO to develop Monitoring and Oversight Guides in coordination with ministerial departments 	<ul style="list-style-type: none"> • Conduct 2 regional workshops for PC and GO engineers in monitoring, supervision, QA/QC and field reporting • Provide technical assistance to PC/GO staff in conducting site visits for pilot projects in at least three provinces. <p>Finalize Monitoring and Oversight Guides and submit to PC/GO for approval in participating provinces</p> <p>Conduct National workshop for staff from PC/GO including representatives from ministries to develop reporting mechanism and communications processes at the</p>	<ul style="list-style-type: none"> • A PC monitoring and GO oversight field reporting system is developed and used effectively to provide better data to improve the efficiency and effectiveness of capital project execution

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
			GO Oversight Guides			PC/GO and with ministerial departments	

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
2.2. Establish service delivery performance standards that are supported by central ministries, adopted by provincial authorities, monitored and communicated to line ministries (Sub-IR 2.1: Elected Officials Systematically Monitor Quality Services - for ESDO) AND (Sub IR 2.2: Elected Officials Engage National Policy Makers to Improve Services - for SDPS)	Establish Provincial Service Delivery Performance Standards (SDPS)		Establish ESDO Units or groups in at least 10 provinces with directorates, PC, GO & the ability to engage DC, NCs & CAGs	Completed	Support and assist the ESDO to cooperatively work with the directorates to agree on and initiate service improvements	Assist the ESDO to train PC and GO staff responsible for Service Delivery monitoring and oversight on working with the community and directorates, using data, SDPS, surveys, writing reports and engaging stakeholders	Service delivery performance is improved by using adopted Service Delivery Performance Standards
	Establish or Strengthen Essential Service Delivery Oversight (ESDO) Units / Committees / Departments that coordinate PC and GO efforts to monitor and oversee the services of ministerial departments and directorates		Train ESDOs on duties, SDPS, sources & uses of data, & citizen partnerships	Completed	Assist ESDOs re-survey the target area and analyze results to determine the effectiveness of service delivery interventions	Assist ESDOs communicate SPDS data and results of the pilot survey to the PPDC, PC and GO as input to develop the annual provincial investment budget	
			Assist the ESDOs develop & adopt SPDS for water, sewer and solid waste & identify a pilot area	Completed	Assist the ESDOs to share the results and analysis with PC, GO and directorates		
			TA to obtain data & measure SDPS in pilot area	Completed	Assist the ESDOs identify means to institutionalize activities so that they are sustainable	Hold a national conference to share experiences and best practices in service delivery monitoring and oversight	
			Assist ESDOs survey the pilot area on service delivery & improvements	Completed			
			Facilitate ESDOs & directorates discussions on survey results data and				

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
			improvements				

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
2.3. Assist PCs and GOs to adopt and institutionalize mechanisms for regular reporting sessions to the public on service delivery oversight standards and results <i>(Sub-IR 2.1: Elected Officials Systematically Monitor Quality Services)</i>	Public Outreach		No planned activity	None		<ul style="list-style-type: none"> • In cooperation with the ESDO, develop training material and provide training to PC and GO staff to conduct public forums and use other media tools to publicize service delivery evaluations • Provide technical assistance to provinces on holding public forums to PC and GO staff in at least five provinces 	Summary reports on SDPS are produced and PC and GO staff are trained to use media and conduct public forums on SDPS results in at least five provinces

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
2.4. Training PCs and GOs in Customer Orientation, Quality Circles, performance Management and Service Delivery Planning <i>(Sub-IR 2.1: Elected Officials Systematically Monitor Quality Services)</i>			No planned activity	None	<p>In cooperation with the CSD, ESDO and institutional partners develop training materials w/ case studies on customer orientation, quality circles, & performance management for PC/GO & directorate managers</p> <p>Develop training materials on customer orientation, quality circles, & performance management for PC/GO elected officials</p> <p>Conduct 4 regional workshops (at least 10 provinces) for elected officials</p> <p>Conduct 4 regional workshops (at least 10 provinces) for PC/GO & directorate managers</p>	<p>In cooperation with the CSD, ESDO and institutional partners develop training materials on service delivery planning</p> <p>Conduct four regional workshops on service delivery planning for PC/GO and directorate staff associated with the ESDO and CSD</p> <p>Provide ongoing technical assistance in customer orientation, quality circles, performance management, and service delivery planning</p>	<ul style="list-style-type: none"> Provincial government service delivery responsiveness to community needs is improved

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
					associated with the ESDO and CSD		

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
2.5. Citizen Satisfaction Surveys (CSS) (Sub-IR 2.1: Elected Officials Systematically Monitor Quality Services)			<ul style="list-style-type: none"> Develop SOW and process to conduct the second national provincial CSS in provinces and target neighborhoods; revise existing forms used in the previous survey 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Launch CSS in 15 provinces. Include province-wide and target neighborhood surveys. 	<ul style="list-style-type: none"> Analyze, develop, & present reports on CSS to provincial decision makers Conduct training for PC/GO staff in provinces on concept, methodology, implementation, data cleaning, analyses & reporting of CSS follow-up in target neighborhood With PC/GO officials & staff do follow-up neighborhood CSS preparation, initiation, implementation, data cleaning, analysis & reporting. Conduct the follow-up CSS in target neighborhoods to determine the impact of ESDO 	<ul style="list-style-type: none"> Citizen's perceptions of services are surveyed to help provincial officials make better decisions and local government capacity is developed to allow sustainability

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
						and other service delivery initiatives	

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
2.6. Support workshops, round-tables and conferences for PC/GO and Line Ministries to share experiences, lessons learned and solve problems <i>(Sub IR 2.2: Elected Officials Engage National Policy Makers to Improve Services)</i>			No planned activity	None		Hold a National Symposium for exchanging best practices among provincial governments and line ministries to improve intergovernmental communication, planning and cooperation, and structure future activities	<ul style="list-style-type: none"> • Best management practices and examples of cooperation among provincial government and line ministries are shared and used to improve subsequent year GSP activities

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
2.7. Establish Citizen Service Desks <i>(Sub-IR 2.1: Elected Officials Systematically Monitor Quality Services)</i>			<p>Plan and prepare agenda and materials for National Workshop for PC/GO on CSDs to introduce the concept as a monitoring and oversight tool for PC and GO</p> <p>Hold National Workshop for PC/GO and directorates associated with provincial ESDOs on CSD to exchange information and make practical suggestions on CSD systems and processes</p> <p>Introduce Issue Tracking and Reporting System (ITRS) to PC and GO technical staff in a national training</p>	<ul style="list-style-type: none"> Completed Completed Completed 	<ul style="list-style-type: none"> Pilot the ITRS software to support CSDs in PCs and GOs in at least three provinces by installing the system and training staff Provide technical assistance and training to implement the ITRS for the three pilot CSDs in PCs and GOs Through TA and workshops, encourage CSDs to share summary reports on service issues with PCs, GOs and ESDOs 	<ul style="list-style-type: none"> Brief the ESDOs, PC CSDs and GO CSDs on the pilot ITRS experience and again offer the system and support Begin a roll-out of the ITRS to interested PCs & GOs Provide ongoing technical assistance and training to CSDs in provinces Provide ESDOs with technical assistance and training in developing performance measurement indicators for CSDs in provinces 	Citizen service desks effectively address citizen issues

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
			session				

ACTIVITY	SUB-ACTIVITY	QUARTER 1 October – December 2012	QUARTER 2 Expected Outcomes	Q2 Accomplishments	QUARTER 3 April – June 2013	QUARTER 4 July – September 2013	OUTCOME
2.9: SUB- LEGISLATION IMPLEMENTATION TRACKING (Sub-IR 2.1: Elected Officials Systematically Monitor Quality Services)			<p>Introduce the concept of Sub-Legislation Implementation Tracking (SLIT) to the PC & GO in 4 provinces</p> <p>In a national workshop use case studies to teach PC/GO participants, officials & staff responsible for SLIT on mapping the legislative implementation tracking process, how to analyze a process map & available data to produce findings & recommend solutions to overcoming observed obstacles & bottlenecks in the SLIT</p>	<p>Completed</p> <p>Completed</p>	<p>Provide TA to each pilot province to finalize their process map, develop a matrix identifying the implementation status of all enacted legislation, analyze information, and develop findings and recommendations on the SLIT process as a joint product of the PC and GO .</p> <p>Organize a task force to address recommendations on legislation not implemented</p> <p>Identify a responsible staff member to routinely update the tracking matrix to register implementation progress</p>	<p>Launch the matrix as official tool of the province with endorsement from PC and GO sponsors</p> <p>Evaluate the use of the tool</p> <p>Recommend revisions as necessary</p> <p>Hold a national workshop to share the experience in provinces</p>	<p>Both the PC and GO ability to track sub-legislation implementation is improved so that better strategies for enactment and implementation are developed</p>

Performance Indicators

Indicator	Description	Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
I	Annual change in Citizen Satisfaction with Government Services Index value (Disaggregated by province)	103	-	-	-	Year 2 CSS survey will be launched in 15 provinces and targeted neighborhoods in the 3 rd Quarter

Indicator	Description	Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
2	Annual change GSP effectiveness index annual value (Disaggregated by province)	100	511	511	411	<p><u>Note:</u> GSP conducted both a baseline GSP Effectiveness Index survey retroactive to September 2011 as well as an updated survey (March 2013) during the current quarter.</p> <p>Index Values are calculated by setting the average score for all provinces to a value of 100, and then calculating the equivalent index value for individual provincial scores using the following formula:</p> $\frac{\text{Provincial Score} \times 100}{\text{Average Score of All Provinces}} = \text{Index}$ <p>Scores for subsequent years will be calculated against the baseline average, and the difference between the new provincial index value and the old provincial index value is reported here.</p>
3	Number of units implementing newly devolved functions and authorities as a result of GSP assistance (Disaggregated by province)	0	10	10	10	Ten PPDCs were formed with GSP assistance during the second quarter.

Indicator	Description	Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
4	Number of female council members who participate actively in the GSP project interventions (Disaggregated by province)	63	31	42	-21	The variance is due to the fact that the target is an annual number when compared to the actual quarterly value. On a pro-rated basis, year-to-date is ahead of target value. <u>Note:</u> The participants are unduplicated; those that participated in the 1 st quarter and again in the 2 nd are not counted in the current quarter.
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule with GSP assistance (Disaggregated by province)	9	0	0	-9	This indicator is reported on an annual basis. <u>Note:</u> The capital investment and operating budget cycle began in the 2 nd Quarter and will be completed in the 4 th quarter
6	Number of standard operating procedures, drafted an/or revised with GSP assistance (Disaggregated by province)	15	4	4	-11	OSTP Guidebook published and distributed in 4 provinces during the current quarter. The drafting of additional standard operating procedures is in process and completion is estimated in each of the next 2 quarters
7	Percentage of women, youth and minority groups participating in the provincial planning process (Disaggregated by province)	10%	17%	17%	7%	Positive variance is due to specific gender related strategies that were accomplished during the quarter

Indicator	Description		Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines (Disaggregated by province)		15	7	7	-8	To date, 14 of the 15 provinces have submitted reports to MoP/MoF. However, to be counted, provinces must have submitted to MoP/MoF the reporting requirements at least 50% of the time over the two quarters. GSP anticipates that provinces will catch-up on their reporting obligations in Quarter 3 and Quarter 4.
9	Number of government officials receiving GSP training in community outreach and citizen participation (Disaggregated by gender and by province)	Total	114	32	38	-76	The variance is due to the target being an annual number; on a pro-rated basis, year-to-date performance is lagging due entirely to lack of participation from male participants. <u>Note:</u> The participants are unduplicated; those that participated in the 1 st quarter and again in the 2 nd are not counted in the current quarter.
		Male	90	5	11	-79	GSP will target more male participants in the upcoming quarters in order to meet the target threshold.
		Female	24	27	27	3	The positive variance is due to successfully targeting female participation in the current quarter

Indicator	Description		Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
10	Number of trainings hours provided to government officials by GSP in conducting community outreach and citizen participation process (Disaggregated by province)		684	192	228	-456	This indicator is related to #9 above. The variance is due to: (1) the target being an annual number when compared to the actual quarterly value, and (2) lesser than anticipated male participation in this intervention.
11	Number of consensus building forums (multi-party, civil/security, and/or civil/political) held with GSP assistance (Disaggregated by province)		4	12	26	22	Actual exceeds target, which was set too low.
12	Number of government officials trained by Iraqi institutions with GSP support (Disaggregated by gender and by province)	Total	75	0	0	-75	GSP anticipates using its IQS instrument in the 3 rd Quarter for this intervention
		Male	15	0	0	-15	
		Female	90	0	0	-90	
13	Number of training hours for government officials provided by Iraqi institutions with GSP support (Disaggregated by province)		450	0	0	-450	This indicator is related to #12 above. GSP anticipates using its IQS instrument in the 3 rd Quarter for this intervention

Indicator	Description	Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
14	Number of provinces implementing a systemized process for monitoring service delivery (Disaggregated by province)	11	6	10	-1	There is no significant variance. Actual performance is anticipate to exceed target in the 3rd. quarter
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance (Disaggregated by province)	520	84	145	-375	The variance is due to the fact that the target is an annual number when compared to the actual quarterly value. On a pro-rated basis, the indicator is behind but is expected to catch up in the remaining 2 quarters
16	Number of essential service delivery oversight entities established or expanded through GSP assistance (Disaggregated by province)	9	8	10	1	This indicator includes ESDO units as well as service delivery workgroups. The latter has been established in Baghdad, Diyala, and Anbar and is tasked with conducting service delivery field tests, similar to ESDOs. The program year target has been surpassed.

Indicator	Description		Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
17	Number of service desks established or improved through GSP assistance (Disaggregated by province)		6	9	10	4	ITRS was installed in 14 PC offices during the current quarter. For the purpose of calculating the value for this indicator, PC and/or GO CSD must have requested modifications to the system, an indication that these CSDs are using ITRS. The program year target has been surpassed.
18	Number of issues/complaints captured by citizen services desks and reported to provincial government (Disaggregated by province)		23,500	4,687	9,114	-14,386	The variance is due primarily to the target being an annual number. On a pro-rated basis, the indicator is behind; however, GSP anticipates that by the end of the year, the indicator value will achieve its target.
19	Number of service improvement projects adopted and funded through ARDP (Disaggregated by sectors)	Road	750	0	0	-750	This is an annually reported indicator whose indicator values will become available closer to the end of the 3 rd and beginning of the 4 th Quarter
		Water	550	0	0	-550	
		Waste Water	550	0	0	-550	
		Trash	700	0	0	-700	
		Total	2,550	0	0	-2,550	

Indicator	Description		Y2 Target	Y2 Q2 Actual	Year-to-Date	Year –to-Date Variance	Significant Variance Notes
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance (Disaggregated by province)		48	17	24	-24	The variance is due to the target being an annual value versus the year-to-date figure. On a pro-rated basis, performance is on-schedule.
21	Number of sub-national government entities receiving GSP assistance that improves their performance (Disaggregated by province)		96	41	109	13	Positive variance achieved. <u>Note:</u> Sub-national government entities are unduplicated; those that participated in the 1 st quarter and again in the 2 nd are not counted in the current quarter.
22	Number of government officials receiving GSP-supported anti-corruption training (Disaggregated by gender and by province)	Total	435	204	285	-150	Variance is due to the target being an annual number. On a pro-rated basis, the indicator is ahead of projections and GSP anticipates meeting the program year target.
		Male	360	156	223	-137	
		Female	75	48	62	-13	<u>Note:</u> The participants are unduplicated; those that participated in the 1 st quarter and again in the 2 nd are not counted in the current quarter.

Performance Indicators by Province (Anbar – Diyala)

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 2 Quarter 2 ONLY							
					Actual ALL Provinces - Y2Q2	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
1	Annual change in the Citizen Satisfaction with Government Services Index value	103	-	-	-	-	-	-	-	-	-	-
2	Annual change in GSP effectiveness index annual value	100	511	411	511	333	1,167	333	167	0	667	0
3	Number of units implementing newly devolved functions and authorities	0	10	10	10	1	1	0	1	1	1	1
4	Number of female council members who participate actively in the GSP project interventions	63	42	-21	31	0	0	6	4	0	0	0
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule	9	0	-9	0	0	0	0	0	0	0	0
6	Number of standard operating procedures drafted or revised with GSP assistance	15	4	-11	4	0	0	1	1	0	0	0
7	Percentage of women, youth, and minority groups participating in the provincial planning process	10%	17%	7%	17%	50%	21%	48%	25%	10%	14%	13%

8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines		15	7	-8	7	1	0	0	0	1	1	1
9	Number of government officials receiving GSP training in conducting community outreach and citizen participation	Total	114	38	-76	32	2	6	0	2	5	3	1
		Male	90	11	-79	5	0	2	0	1	0	0	0
		Female	24	27	3	27	2	4	0	1	5	3	1
10	Number of trainings hours for government officials by GSP in conducting community outreach and citizen participation process		684	228	-456	192	12	36	0	12	30	18	6
11	Number of consensus building forums Multi-party, civil/security, and/or civil/political) held with GSP assistance		4	26	22	12	0	0	3	2	0	0	0
12	Number of government officials trained by Iraqi institutions with GSP support	Total	90	0	-90	0	0	0	0	0	0	0	0
		Male	75	0	-75	0	0	0	0	0	0	0	0
		Female	15	0	-15	0	0	0	0	0	0	0	0
13	Number of training hours for government officials provided by Iraqi institutions with GSP support		450	0	-450	0	0	0	0	0	0	0	0
14	Number of provinces implementing a systemized process for monitoring service delivery		11	10	-1	6	0	0	0	1	0	0	1
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance		520	145	-375	84	18	8	6	16	0	9	0

16	Number of essential service delivery oversight entities established or expanded through GSP assistance		9	10	1	8	1	0	1	1	0	0	1
17	Number of service desks established or improved through GSP assistance		6	10	4	8	0	0	1	0	1	1	1
18	Number of issues / complaints captured by citizen services desks and reported to provincial government		23,500	9,114	-14,386	4,687	223	1,947	277	0	585	584	0
19	Number of service improvement projects adopted and funded through ARDP	Road	750		-750	0	0	0	0	0	0	0	0
		Water	550		-550	0	0	0	0	0	0	0	0
		Waste Water	550		-550	0	0	0	0	0	0	0	0
		Trash Collection	700		-700	0	0	0	0	0	0	0	0
		Total	2,550		-2,550	0	0	0	0	0	0	0	0
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance		48	24	-24	17	6	1	0	0	0	0	3
21	Number of sub-national government entities receiving GSP assistance that improves their performance		96	109	13	41	0	0	3	0	2	14	1
22	Number of government officials receiving GSP-supported anti-corruption training	Total	435	285	-150	204	9	12	5	20	19	16	5
		Male	360	223	-137	156	8	9	3	16	10	10	4
		Female	75	62	-13	48	1	3	2	4	9	6	1

Performance Indicators by Province (Karbala - Wasit)

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 2 Quarter 2 ONLY								
					Actual ALL Provinces - Y2Q2	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
1	Annual change in the Citizen Satisfaction with Government Services Index value	100	-	-	-	-	-	-	-	-	-	-	-
2	Annual change in GSP effectiveness index annual value	100	511	411	511	333	667	500	667	667	667	1,000	500
3	Number of units implementing newly devolved functions and authorities	0	10	10	10	1	0	0	0	1	0	1	1
4	Number of female council members who participate actively in the GSP project interventions	63	42	-21	31	2	9	0	0	1	7	1	1
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule	9	0	-9	0	0	0	0	0	0	0	0	0
6	Number of standard operating procedures drafted or revised with GSP assistance	15	4	-11	4	1	0	0	0	0	1	0	0
7	Percentage of women, youth, and minority groups participating in the provincial planning process	10%	17%	7%	17%	31%	7%	13%	32%	32%	20%	10%	8%
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines	15	7	-8	7	0	1	0	1	0	0	1	0
9	Number of government	Total	114	38	-76	32	3	1	0	0	7	2	0

No	Indicator		Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 2 Quarter 2 ONLY								
						Actual ALL Provinces - Y2Q2	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
	officials receiving GSP training in conducting community outreach and citizen participation	Male	90	11	-79	5	0	0	0	0	2	0	0	0
		Female	24	27	3	27	3	1	0	0	5	2	0	0
10	Number of trainings hours for government officials by GSP in conducting community outreach and citizen participation process		684	228	-456	192	18	6	0	0	42	16	0	0
11	Number of consensus building forums Multi-party, civil/security, and/or civil/political) held with GSP assistance		4	26	22	12	1	0	0	2	1	1	0	2
12	Number of government officials trained by Iraqi institutions with GSP support	Total	90	0	-90	0	0	0	0	0	0	0	0	0
		Male	75	0	-75	0	0	0	0	0	0	0	0	0
		Female	15	0	-15	0	0	0	0	0	0	0	0	0
13	Number of training hours for government officials provided by Iraqi institutions with GSP support		450	0	-450	0	0	0	0	0	0	0	0	0
14	Number of provinces implementing a systemized process for monitoring service delivery		11	10	-1	6	0	1	0	0	0	1	1	1
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance		520	145	-375	84	5	2	0	1	0	2	0	17
16	Number of essential service delivery oversight entities established or		9	10	1	8	0	1	0	0	0	1	1	1

No	Indicator		Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 2 Quarter 2 ONLY								
						Actual ALL Provinces - Y2Q2	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
	expanded through GSP assistance													
17	Number of service desks established or improved through GSP assistance		6	10	4	9	1	0	0	0	1	2	0	1
18	Number of issues / complaints captured by citizen services desks and reported to provincial government		23,500	9,114	-14,386	4,687	0	0	0	561	0	0	231	279
19	Number of service improvement projects adopted and funded through ARDP	Road	750	0	-750	0	0	0	0	0	0	0	0	0
		Water	550	0	-550	0	0	0	0	0	0	0	0	0
		Waste Water	550	0	-550	0	0	0	0	0	0	0	0	0
		Trash Collection	700	0	-700	0	0	0	0	0	0	0	0	0
		Total	2,550	0	-2,550	0	0	0	0	0	0	0	0	0
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance		48	24	-24	17	0	1	0	3	0	0	0	3
21	Number of sub-national government entities receiving GSP assistance that improves their performance		96	109	13	41	0	1	0	5	0	5	1	9
22	Number of government officials receiving GSP-supported anti-corruption training	Total	435	285	-150	204	9	11	0	33	15	28	13	9
		Male	360	223	-137	156	7	8	0	33	9	23	11	5
		Female	75	62	-13	48	2	3	0	0	6	5	2	4

Completed and Ongoing Procurements

Procurement Activity	Achievements and Status
Fixed Price Subcontracts	<p>Taqadum conducted solicitation processes in this quarter and awarded two (2) fixed price subcontracts. GSP-FPC-2013-06 was awarded for Financial audit services of IDS/Taqadum's finances with a period of performance March 5-April 28, 2013. GSP-FPC-2013-07 was awarded to develop a project website for Taqadum with period of performance March 11- September 30, 2013.</p> <p>Status: Ongoing.</p>
Indefinite Quantity Subcontracts	<p>Taqadum released RFP-GSP-0001-IQS, on January 13, which requested a variety of technical services for Taqadum's two technical components. A Pre-Bid Conference was held on January 20, and five (5) proposals were received. The Technical Evaluation Committee conducted an evaluation for each proposal in the competitive range. Negotiation with the vendors is currently in process.</p> <p>Status: Anticipated to award FPTOs in May, 2013</p>
Blanket Purchase Agreements (BPAs)	<p>Taqadum conducted solicitation processes in this quarter and awarded two (2) BPAs for hotel accommodation in Erbil and Baghdad.</p> <p>Status: BPA awarded for period of 1 year</p>
Service Agreements	<p>Taqadum awarded two (2) service agreements for internet provider services and equipment maintenance services in Baghdad.</p> <p>Status: Service agreements awarded for the period of 1 year</p>
IT Hardware and other Equipment	<p>Taqadum procured IT and office supplies to equip Taqadum's regional project offices this quarter, including project laptops, printers and office furniture for Taqadum's employees in provincial government offices.</p> <p>Status: Complete</p>
IT Software	<p>Taqadum procured additional software to equip project computers, including Windows 7 Pro, MS Office 2010, and licenses for internet security software.</p> <p>Status: Complete</p>
<p>National two day conference <i>National Excellence Network –Iraq</i>, Held in Baghdad January 26-27, 2013</p>	<p>Taqadum procured stationary, simultaneous translation services, banners, and conference hall with the projector and sound system, meals and accommodations for 300 attendees during two day Conference.</p> <p>Status: Complete</p>
<p>4 Gender Regional Workshops: Baghdad on January 31, 2013 Najaf on February 17, 2013 Erbil on February 28, 2013 Basrah on March 16, 2013</p>	<p>Taqadum procured accommodation, a conference hall with projector, sound system, stationary, meals and tea-breaks workshops in four regions.</p> <p>Status: Complete</p>

4 Regional OSTP workshops held in: Kirkuk on February 2-8, 2013 Ninawa on February 16-22, 2013 Karbala on March 23-29, 2013 Baghdad on March 31-April 4, 2013	Taqadum procured stationary, meals and accommodations for workshop attendees Status: Complete
2 Regional <i>Legislative Tracking System</i> workshops: Erbil on March 10-12, 2013 Hilla on March 5-6, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees. Status: Complete
<i>First National Workshop for Provincial Financial System Reform</i> Held in Erbil on February 12-13, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees. Status: Complete
<i>Monitoring and Oversight processes for Capital Projects</i> workshop Held in Erbil on March 24-25, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees. Status: Complete
<i>Service delivery and Issue Tracking and Reporting System</i> workshop Held in Erbil on March 10-11, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees. Status: Complete
<i>Effective Citizen Participation</i> regional workshop Held in Baghdad on February 7, 2013	Taqadum procured stationary, banner and conference hall with projector and sound system, meals and tea-breaks. Status: Complete

Anticipated Major Procurements for Y2Q3	
<ul style="list-style-type: none"> • 10 laptops for Taqadum newly hired staff • 10 licenses of Microsoft Windows Pro 7 • 10 licenses of Microsoft Home and Business 2012 • 10 licenses of computer antivirus software • Stationary and materials for Taqadum's anticipated workshops • Furniture and equipment for Taqadum employees in provincial government offices • Accommodation and meals for PPDC workshops for 11 provinces in four regions. • Accommodation and meals for anticipated monthly regional workshops throughout Iraq. • Conference expenses for an anticipated 300 participants from newly elected government officials 	

Staffing

Long term Support and Professional Staff

The following list provides details for staff hired by and/or departed Taqadum during the quarter.

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Nada Dhahir Habeeb	Project Specialist - Planning	Program	Chemonics	Long-Term	Jan 02, 2013	
Ghaith Saadi Najeeb Baban	Monitoring & Evaluation Specialist	Program	Chemonics	Long-Term	Jan 07, 2013	Mar 31, 2013
Qutaiba Ibraheem Semet	Project Specialist - Community Outreach	Program	Chemonics	Long-Term	Jan 07, 2013	
Besima Ismail Mazhar Al-Shawi	Administrative Assistant	Operations	Chemonics	Long-Term	Jan 07, 2013	Feb 07, 2013
Abdulridha Hameed Khudhair Al-Kanaani	Office Manager	Operations	4Points	Long-Term	Jan 07, 2013	
Shahad Nabeel Nozad Ismael	Organizational Development Project Officer	Program	Kaizen	Long-Term	Jan 13, 2013	
Dhiyaa Abdulhussein Saleh Al-Saedi	Bookkeeper	Operations	Chemonics	Long-Term		Jan 31, 2013
Basim Yahya Al-Faris	Organizational Development Specialist	Program	Kaizen	Long-Term		Jan 31, 2013
Adnan Abdullah Najm Al-Rashid	Logistics & Procurement Coordinator	Operations	Chemonics	Long-Term	Feb 03, 2013	
Salih AbdulKudur Ali Al-Rehilany	Project Specialist - Budgeting	Program	Chemonics	Long-Term	Feb 03, 2013	

Taqadum Quarterly Performance Report (Y2Q2)
January 1, 2013 – March 31, 2013

Firas Kadhun Hasan AlKanany	Project Specialist - Community Outreach	Program	Chemonics	Long-Term	Feb 03, 2013	
Tamara Ali Hussein	Administrative Assistant	Operations	Chemonics	Long-Term	Feb 03, 2013	Feb 28, 2013
Ali Abdulameer AbdulMaged Al-Riyahee	Bookkeeper	Operations	Chemonics	Long-Term	Feb 10, 2013	
Khalid Ahmed Abbas Al-Dujaili	Procurement Specialist	Operations	Chemonics	Long-Term	Feb 13, 2013	
Ali Abdulrazzaq Mahdi Baldawi	Bookkeeper	Operations	Chemonics	Long-Term	Feb 19, 2013	
Salah Khudher Hayyaw	Organizational Development Specialist	Program	Kaizen	Long-Term	Feb 24, 2013	
Salam Abdulkareem Hussein	Legislative Tracking Specialist	Program	Chemonics	Long-Term		Feb 28, 2013
Rafeeq Abdulrazzaq Mohammed Al-Diroogh	Project Specialist - Budgeting	Program	Chemonics	Long-Term		Feb 28, 2013
Wasan Sulaiman Dawood Al-Bakri	Project Specialist - Policy Legislative	Program	Chemonics	Long-Term		Feb 04, 2013
Noor Sabah Naser Alwachi	Knowledge Management Specialist	Program	Chemonics	Long-Term	Mar 03, 2013	
Fadhil Hassan Hashim	Budgeting Specialist	Program	Chemonics	Long-Term	Mar 03, 2013	Mar 07, 2013
Basil Anwer Jaafar	Construction Oversight Specialist	Program	Chemonics	Long-Term	Mar 04, 2013	
Fahad Hassan Noori Al-Badrawi	Project Specialist - Community Outreach	Program	Chemonics	Long-Term	Mar 07, 2013	
Ruaa Majid Shuhaib Al-Kanan	Administrative Assistant	Operations	Chemonics	Long-Term	Mar 12, 2013	
Hayder Adnan Muttashar Al-Shuwaili	Capacity Development Specialist	Program	4Points	Long-Term	Mar 31, 2013	

Kawther Abdulabbas Mezaal Al-Hassani	Monitoring & Evaluation Specialist	Program	Chemonics	Long-Term		Mar 05, 2013
May Talib Hasan	Capacity Development Specialist	Program	4Points	Long-Term		Mar 19, 2013

Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Murat Daoudov	Component I	Local Government Association Specialist	Chemonics	Short-Term	Jan 14, 2013	Mar 26, 2013
Martin Mayerchak	Component I	Organizational Development Advisor	Kaizen	Short-term	Jan 24, 2013	Feb 10, 2013
Kevin Wheeler	Component I	Organizational Development and Community of Practice Advisor	Kaizen	Short-term	Jan 24, 2013	Jan 31, 2013
Salman Shobaki	Component I	Organizational Development Advisor/Speaker	Kaizen	Short-term	Jan 24, 2013	Jan 28, 2013
John Palmucci	Cross-Cutting	Middle East Director - Oversight Director	Chemonics	Short-Term	Feb 12, 2013	Feb 28, 2013
Mathew Kleinosky	Component 2	Database Development Specialist	Chemonics	Short-term	Mar 8, 2013	Mar 15, 2013
Sandi Chesrown	Component I	Provincial Planning Advisor	Chemonics	Short-Term	Mar 15, 2013	Mar 28, 2013
Haider Shakiry	Component I	Business Process Mapping	Chemonics	Short-Term	Mar 29, 2013	

Anticipated Activities for Next Quarter (April 1 to June 30, 2013)

Activity	Date
PPDC National Workshop	April 2013
Public Meetings	April-June 2013
OSTP Workshops	April-June 2013
Policy Workshops	May-June 2013
Legislative Tracking Workshops	May-June 2013
ITRS Training	May 2013
PPDC Regional Workshops	May-June 2013
Planning and Budgeting National Workshop	May 2013
Monitoring and Oversight National Workshop	June 2013
Post-Election Symposium/Expo	June 2013